

SECRET

*the wattle's version  
proof*

## UPWARD MOVEMENT - A KEY TO PERSONAL & MANAGEMENT CONCERNS

- PERSONAL : RECOGNITION &  
CHALLENGE
- MGT : EMPLOYEE DEVELOPMENT  
: SUCCESSION

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CARD 2

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- TURNOVER
- MORE JOBS
- EXISTING HEADROOM

- GRADE ESCALATION

— THESE HAVE PROVIDED UPWARD  
MOVEMENT IN LAST 15 YEARS. —

— EXCEPT TURNOVER, NOT EXPECTED  
TO RECUR. —

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CAP 11

25X1A

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- FROM HERE ON IN THE '70's UPWARD MOVEMENT WILL DEPEND MAINLY ON OUR TURNOVER.
- LOSSES DURING EACH HALF OF THE NEXT DECADE IN THE MID & SENIOR OFFICER GRADE GROUPS WILL BE HIGHER THAN IN THE PAST FIVE YEARS. OVER THE DECADE THESE LOSSES WILL RESULT IN 3/4 OF THE PRESENT SENIOR OFFICERS LEAVING & MOST MID-OFFICERS MOVING UP OR OUT.

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CARD III

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● IN THE NEXT DECADE, ON AN AGENCY-WIDE BASIS, THE AVERAGE ANNUAL PROMOTION RATE FOR ALL PERSONNEL GS-12 AND ABOVE WILL APPROXIMATE THE RATE EXPERIENCED IN THE PAST FIVE YEARS

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CARD IX

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- ON DUTY STRENGTH IN UPPER GRADES HAS GROWN AT A FASTER RATE THAN TOTAL ON DUTY STRENGTH HAS GROWN OVER THE YEARS. THIS AVENUE FOR UPWARD MOVEMENT IS ALL BUT CLOSED.

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BACK UP 3

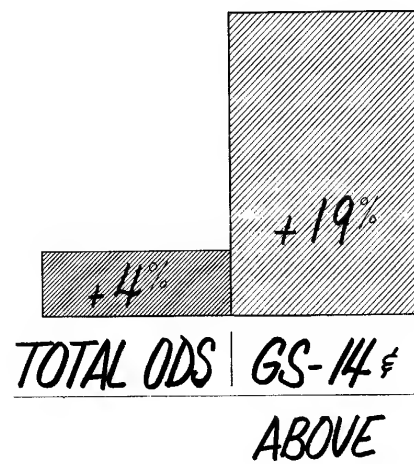
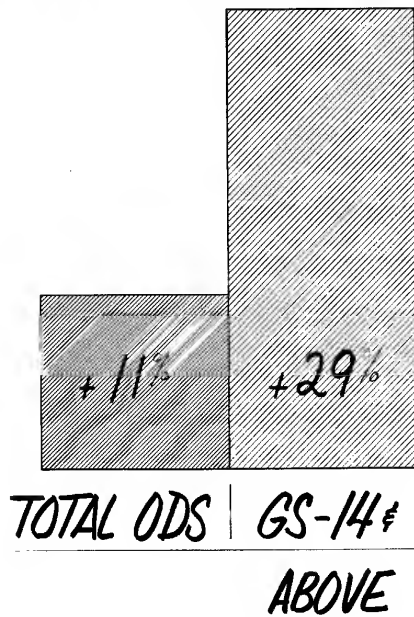


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# GROWTH IN SENIOR GROUP (GS-14 & ABOVE) COMPARED TO GROWTH IN TOTAL GS ON DUTY STRENGTH

INCREASE IN 1965 OVER 1960

INCREASE IN 1970 OVER 1965



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BACK UP 30

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## II *SOME POTENTIAL PROBLEMS AHEAD*

- *AFFECT BOTH MANAGEMENT & EMPLOYEE CONCERNS*
- *HAVE A VARYING IMPACT UPON MANAGEMENT & PERSONAL CONCERNS*

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CARD 12

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## POSSIBLE CONDITIONS OR PROBLEMS AFFECTING PERSONNEL MANAGEMENT IN THE 1970's

- INCREASED RATE OF MOVEMENT IN UPPER RANKS DURING 1971-80 MAY BE ENOUGH TO CREATE REPLACEMENT PROBLEMS IN SOME AREAS, YET NOT ENOUGH TO PERMIT SUFFICIENT UPWARD MOVEMENT & CHALLENGE IN OTHERS
- STATIC OR DECLINING MANPOWER LEVELS
- INCREASED CONSTRAINTS, CONTROLS & IMPERSONALIZATION
- INSUFFICIENT PERSONAL DEVELOPMENT TO MEET AGENCY NEEDS AND PROVIDE PERSONAL CHALLENGE
- MISMATCHING OF EMPLOYEE QUALIFICATIONS & JOB REQUIREMENTS

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CARD II

ILLEGIB

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